



DEPARTMENT OF THE AIR FORCE
OFFICE OF THE CHIEF OF STAFF
WASHINGTON, DC

05 MAR 1997

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Air Force Environment, Safety, and Occupational Health (ESOH)
Committee Meeting Minutes

The AF ESOH Committee held a meeting on 26 Feb 97. Lt Gen Newton, AF/CVA, and Mr. Thomas McCall, SAF/MIQ, chaired the meeting. The ESOH Committee members in attendance were:

S AF/AQ	Dr. Hellwig	HQ USAF/JA	MGen Egeland
SAF/IG	MGen Davitte	HQ USAF/XP	BGen Wehrle
SAF/FM	Lt Col Suski	HQ USAF/RE	BGen Bradley
S AF/GC	Mr. Heard	HQ USAF/SE	Col Smith
SAF/LL	MGen Trapp	HQ USAF/SC	Mr Colon
SAF/PA	Mr Werner	HQ USAF/ILV	Col Brady
HQ USAF/IL	Mr Or-r	HQ USAF/ILM	BGen Zettler
HQ USAF/ILE	Mr Erickson	HQ USAF/XO	BGen Schwalier
HQ USAF/DP	Mr Blanchard	AFOSI/CV	Col Larry Teller

Opening Remarks

Mr. McCall opened the meeting (Gen Newton was delayed) by informing the committee that this would be Gen Newton's last meeting and he would provide the General with a token of appreciation on behalf of the Secretariat for his strong leadership through the ESOH Committee.

Partnering for Performance: SAF/MIQ Goals

Mr McCall, SAF/MIQ, presented a decision brief on a plan of action to increase ESOH productivity by 30% by 2005. The increase in productivity, defined as output per worker, is necessary to absorb future total obligation authority decreases and maintain our modernization edge without being driven by economic necessity to reduce force structure. The central thesis is to empower workers by integrating skills from the ESOH community (pollution prevention, process task analysis, and operational risk management) into the various functional components of the AF -- process we are currently employing but one that requires a more aggressive transformation. Mr McCall suggested the Overarching Integrated Process Team (OIPT) provide a recommendation for endorsement by the ESOHC in May. AF/XP highlighted the difficulties

associated with measuring productivity increase and removing barriers (mostly legal) that prevent increased productivity. Gen Newton indicated that productivity must be defined by concrete examples (A action + ESOH tool = B result), and that if we needed an investment up front and had a logical plan, the leadership would support. SAF/AQ cautioned that OIPT tasking must be as clear as possible. SAF/LL and others questioned how the productivity goal "fits in" with other initiatives and IPTs (outsourcing and privatization, acquisition reform, quality and innovation). AF/IL recognized the many drivers of productivity and suggested we concentrate on ESOH cost and requirements. AF/ILM clarified the discussion that ESOH effects everything we do and that we are discussing applying ESOH skills to all processes with ESOH issues. Gen Newton summarized by recommending that the OIPT continue with its charter to set the direction for productivity increase in the ESOH area by partnering with BGen Hugh Cameron and staff at the AF Center for Quality and Management Innovation Center (AFQMIC), Randolph AFB, TX. The Center can help us recommend productivity increases by examining and analyzing ESOH processes, barriers, and enablers at the various MAJCOMs. **Action** - AF/CVA charged the OIPT (SAF/MIQ lead) to contact and work with the AFQMIC to help identify opportunities and methodologies to improve productivity in the Air Force by fully integrating ESOH skills into the workforce. The OIPT will make a recommendation to the ESOHC in April.

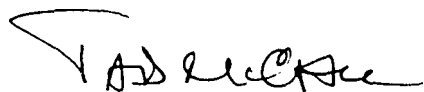
Goldwater/Nellis Range Land Withdrawal

Dr Doug Ripley, AF/ILEVP, provided an information briefing on a conservation initiative that will provide continued access to Goldwater and Nellis Ranges in a most Cost-effective manner. The ranges constitute 62% of AF land and are "withdrawn" from the Bureau of Land Management for AF use. Under present legislative requirements the AF must spend \$20-\$30M to conduct Environmental Impact Statements every 15 years for continued range withdrawal. These withdrawal requirements stem from past failure of the AF to work with the public and other stakeholders in open discussion on range management. The next Range renewal requirement is in the year 2001. The AF is applying a new approach to the renewal process by establishing trust-based stakeholder discussions (using the Keystone Center Dialogue) to support an indefinite withdrawal proposal requiring minimal Congressional review. This new approach will result in better range management, potentially avoid many millions of dollars of low value administrative requirements, improve productivity, and ensure access to valuable military training areas.

Closing Remarks

Mr. McCall closed the meeting by presenting Gen Newton with a token of appreciation for his ESOH leadership. Gen Newton thanked the Committee for producing such great results

for the AF and acknowledged the visionary leadership of Mr McCall. The next ESOH committee meeting is unscheduled at this time pending confirmation of Gen Newton's replacement.



THOMAS W. L. MCCALL, JR.
Deputy Assistant Secretary
of the Air Force
(Environment, Safety and
Occupational Health)

LLOYD W. NEWTON
Lieutenant General, USAF
Assistant Vice Chief of Staff

Attachment:
Briefing Charts

DISTRIBUTION:

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cc:

SAF/MIQ (w/o Atch)
SAF/AQR (w/o Atch)
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SAF/IA (w/o Atch)
SAF/IG (w/o Atch)
SAF/GCN (w/o Atch)
SAF/FMB (w/o Atch)
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ESOH Paradigm: Partnering for Performance

SAF/MIQ GOALS



Mr Thomas W.L. McCall, Jr

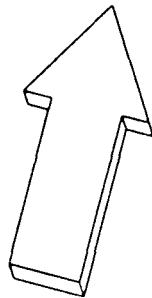
Deputy Assistant Secretary

(Environment, Safety & Occupational Health)

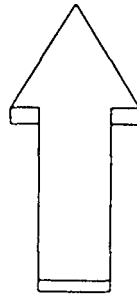


SAF/MIQ GOALS

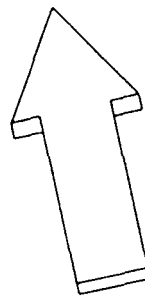
“MISSION ACCOMPLISHMENT”



Readiness



**Be a Good
Neighbor**



**Leverage
Resources**



SAF/MIQ GOALS

“2005 Goal”

PRODUCTIVITY

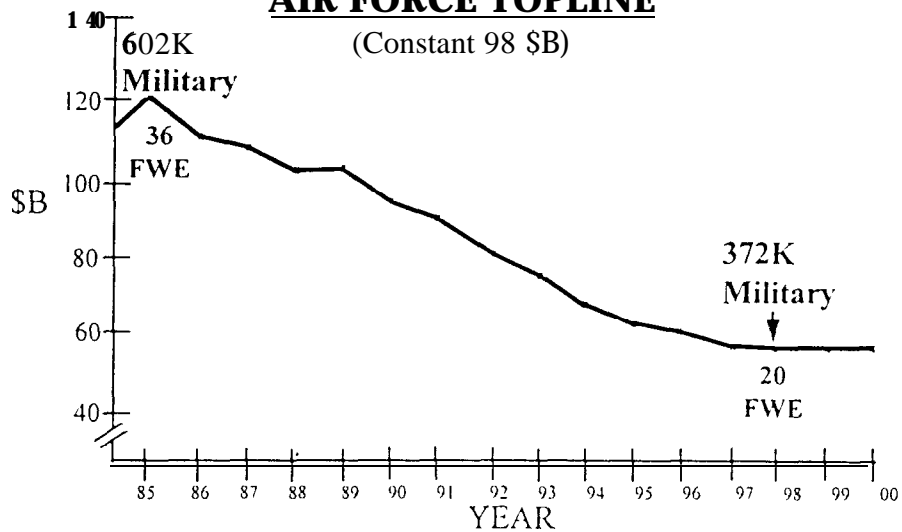
(30 % increase)



SAF/MIQ GOALS

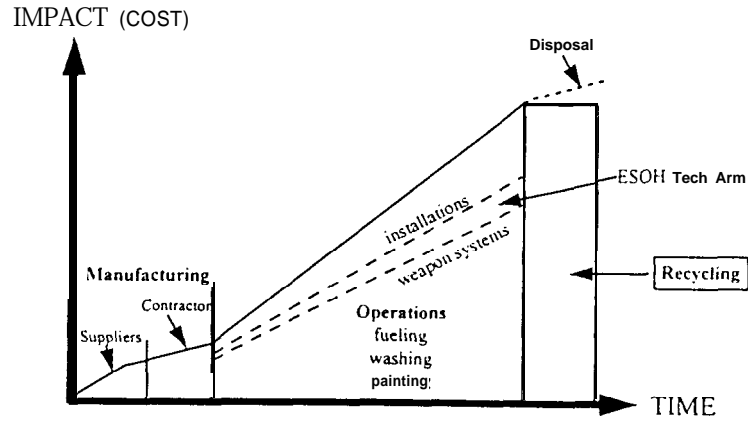
AIR FORCE TOPLINE

(Constant 98 \$B)



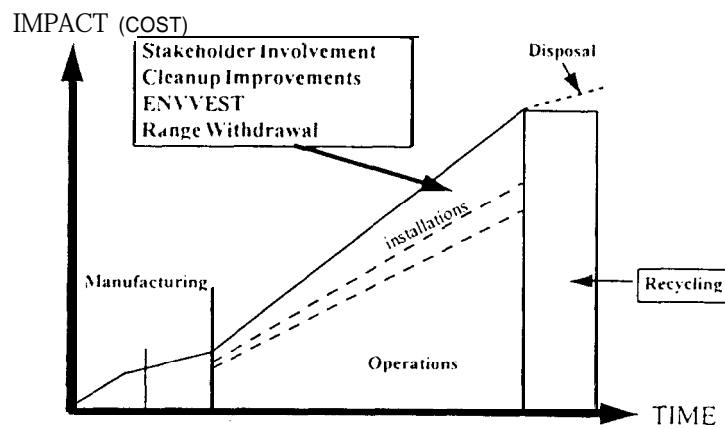


SAF/MIQ GOALS



SAF/MIQ GOALS

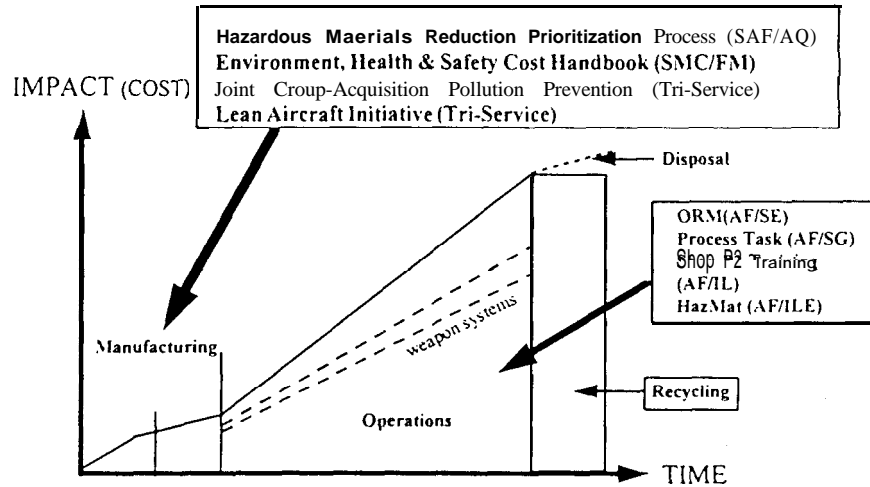
installations





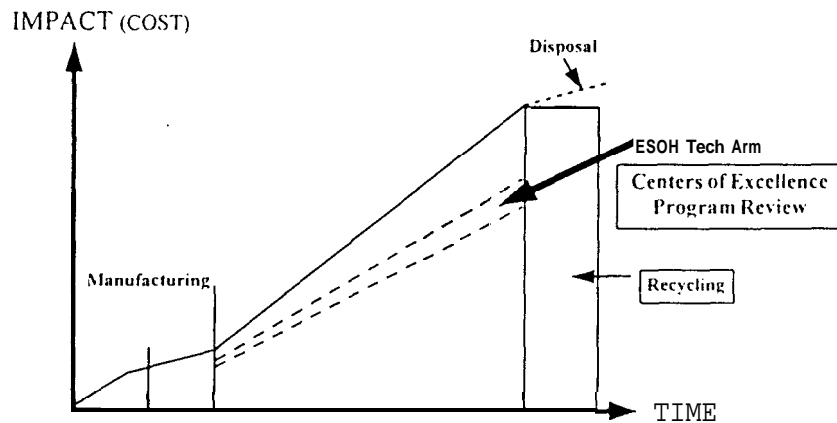
SAFMIQ GOALS

weapon systems



SAF/MIQ GOALS

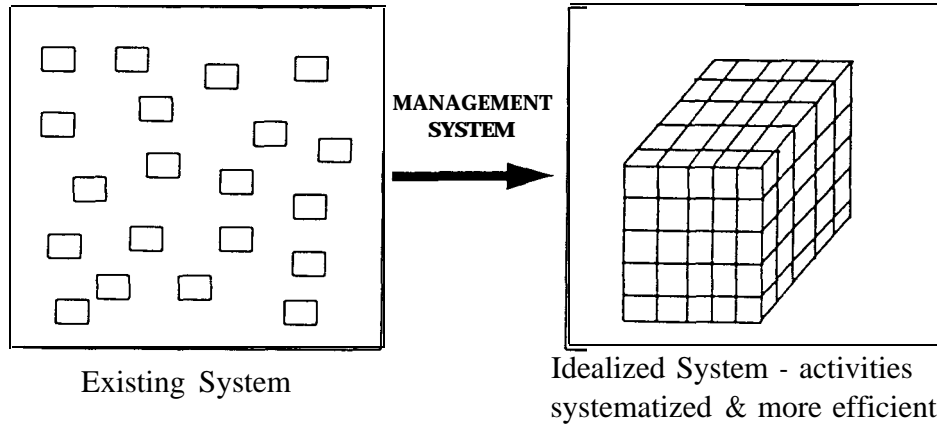
ESOH tech arm





SAF/MIQ GOALS

Role is to identify gaps and problems, directions for change in existing system to improve integration, efficiency, effectiveness and environment.



SAF/MIQ GOALS

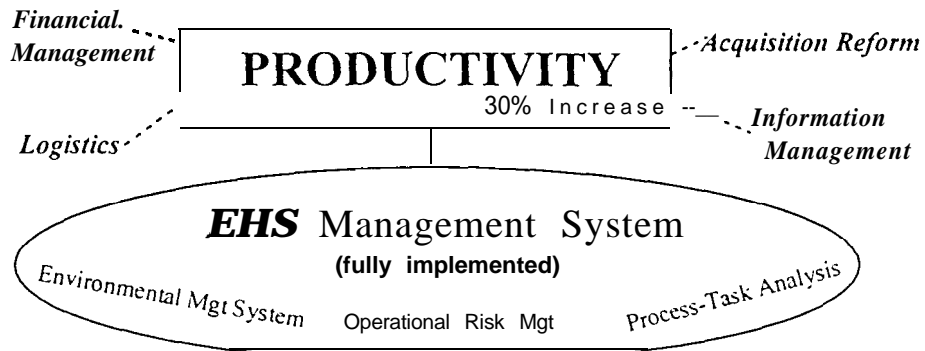
Environment, Health & Safety Management System (fully implemented)

- . Environmental Management System
- . Process-Task Analysis
- . Operational Risk Management



SAF/MIQ GOALS

'2005 Goals ''



SAF/MIQ GOALS

AIR FORCE ACTIONS

- Refine and Validate Productivity Goal
- OIPT Goal Recommendation - Apt- 97
- ESOHC Endorsement - May 97
- CSAF/SECAF Memo - June 97



SAF/MIQ GOALS

LEADERSHIP AGENDA

- **Mandate from the Top**
- **Leadership Commitment**
- **Tools**
- **System**
- **Partnership for Productivity**



SAF/MIQ GOALS

**BACKUP
SLIDES**

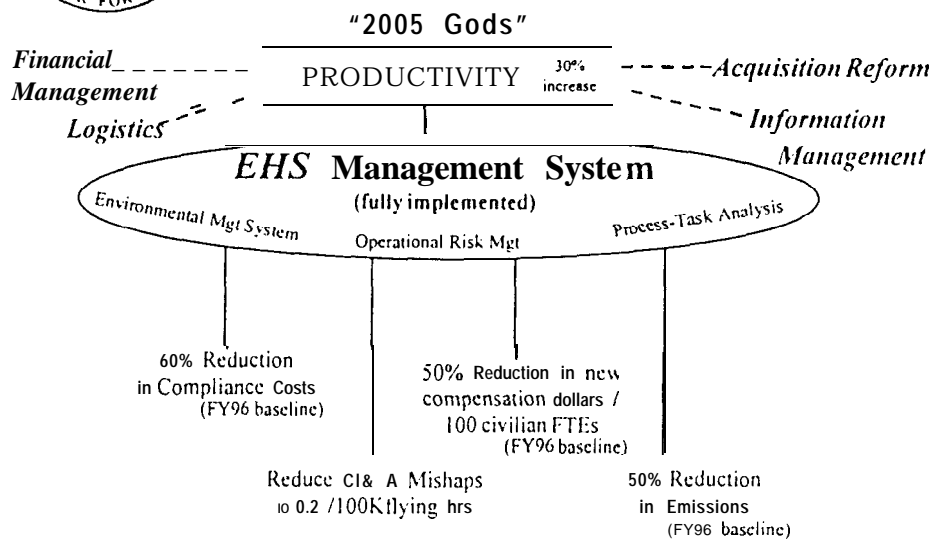


SAF/MIQ GOALS

- 60 % Reduction in Weapon System Costs
Driven by Compliance
- 50 % Reduction in new Compensation
dollars/1 00 civilian FTEs
- 50 % Reduction in Emissions
- Reduce Class A Mishaps to 0.2/100K
flying hours
- Other Inputs (OIPT & ESOHC)



SAF/MIQ GOALS



Goldwater and Nellis Range Land Withdrawal Renewal



Dr. Douglas Ripley
HQ USAF/ILEVP
26 Feb 97

Biodiversity Initiative

Dr. Douglas Ripley ILEVP



Overview

- Background
- A New Approach
- A Better Solution
- Results
- Conclusion

Biodiversity Initiative

Dr. Douglas Ripley ILEVP



Background

- **Goldwater (AETC) & Nellis (ACC) Ranges**
 - 5.6 million acres - 62.2 % of Air Force land
- **Public Distrust**
 - GAO Report
- **Public Law 99-606 (1986)**
 - Renewal after 15 years
- **Legislative Environmental Impact Statement**
 - Current process: \$20-\$30M every 15 years

Biodiversity Initiative

Dr. Douglas Ripley, LEVP



A New Approach

- **Biodiversity Conservation**
 - Products
- **Keystone Center Dialogue**
 - Engage Stakeholders
 - Use Best Science
 - Develop Strategy for Natural and Cultural Resources Management Plans
- **Export to Goldwater/Nellis and others**

Biodiversity Initiative

Dr. Douglas Ripley, LEVP



A Better Solution

- Trust based on Keystone Dialogue
- Indefinite Withdrawal
 - Congressional review

Goodfidelity Initiative

Dr. Douglas Ripley LEVP



Results

- Avoid Cost
- Improve Training and Mission Readiness

Goodfidelity Initiative

Dr. Douglas Ripley LEVP



Conclusion

“By working as a team we can preserve both the natural diversity of military training areas and our opportunity to train the way we plan to fight now and in the future.”

General Joseph W. Ralston, USAF
Vice Chairman
Joint Chiefs of Staff

Biodiversity Initiative

Dr. Douglas Aspley, RLEVP